



Hiring well and getting your employees off to a good start

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THE UNIVERSITY OF VERMONT
EXTENSION

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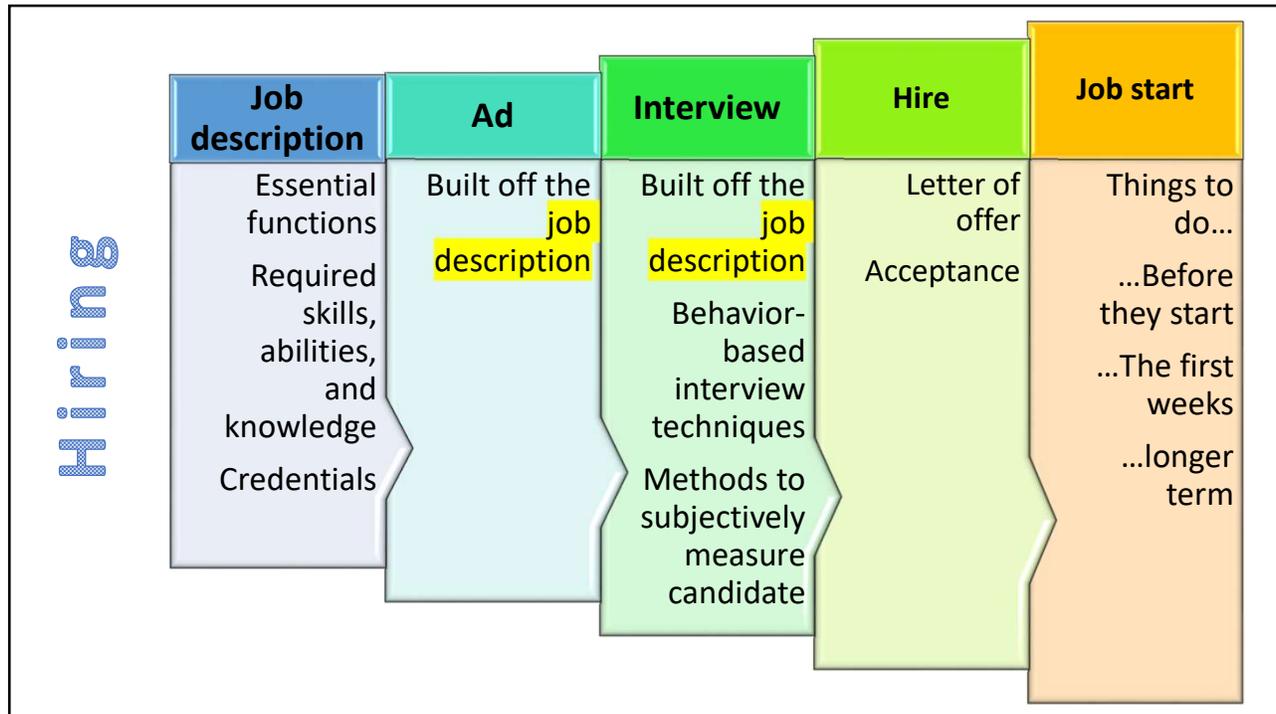
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Agenda



- The Search
- The Hire
- The First Steps of the Journey

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The Job Description

[How to Develop a Job Description \(shrm.org\)](http://shrm.org)

Job title—name of the position.

Classification—exempt or nonexempt under the Fair Labor Standards Act (FLSA).

Salary grade/level/family/range—compensation levels, groups or pay ranges into which jobs of the same or similar worth are placed, including minimum and maximum pay bands.

Reports to—title of the position this job reports to.

Date—date when the job description was written or last reviewed.

Summary/objective—summary and overall objectives of the job.

Essential functions—essential functions, including how an individual is to perform them and the frequency with which the tasks are performed; the tasks must be part of the job function and truly necessary or required to perform the job.

Competency—knowledge, skills and abilities.

Supervisory responsibilities—direct reports, if any, and the level of supervision.

Work environment—the work environment; temperature, noise level, inside or outside, or other factors that will affect the person's working conditions while performing the job.

Physical demands—the physical demands of the job, including bending, sitting, lifting and driving.

Position type and expected hours of work—full time or part time, typical work hours and shifts, days of week, and whether overtime is expected.

Required education and experience—education and experience based on requirements that are job-related and consistent with business necessity.

Preferred education and experience—preferred education and experience based on requirements that are job-related and consistent with business necessity.

Additional eligibility qualifications—additional requirements such as certifications, industry-specific experience and the experience working with certain equipment.

Other duties—disclaimer

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Advertising

Investment depends on position.

Generally, post for at least two weeks.

Promoting the position	Social media. Posting at local businesses. Word-of-mouth.
Inclusion and diversity	Try to do your best to reach audiences that may be underserved or those that are within your community but not represented.
Make it compelling	Sell your library. Sell the job and benefits. Sell the experience.

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- Overall, the interview process benefits the employer and the job seeker.
- It is not illegal to hire without advertising or an interview.
- Make sure you...
 - Are not violating any anti-discrimination laws.
 - Not violating internal hiring policies.
- You may find a great candidate through networking, or
- You may already have the “right” person.
- However, you could end up not getting the “right” person.
- Or you could “miss” a gem out there in the community.
- You could give the wrong impression.

[Is It Illegal To Hire Someone Without An Interview? - Hiring Addict](#)

Hiring without a full-blown process.



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“Behavioral-based interviewing is a technique which focuses on a candidate's past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of when they have demonstrated certain behaviors or skills in the past as a means of predicting future behavior and performance.”

Society for Human Resource Management

“Tell me about a time you made a mistake that affected a customer. How did you resolve the problem?”

[7 Sample Behavioral Interview Questions and Answers | Indeed.com](#)

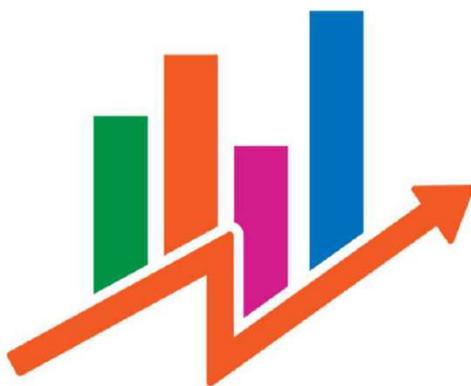
[Viewpoint: There Are No ‘Holy Grail’ Interview Questions, but There Are Some Good ‘Commandments’ \(shrm.org\)](#)

[How To Hire Employees \(2023 Guide\) – Forbes Advisor](#)

[How to Reduce Personal Bias When Hiring \(hbr.org\)](#)

1. **Review applicants.** Score the applicants' resumes and cover letters with a **matrix** based on ad and job description.
2. **Choose the top candidates.**
3. **Now focus on writing “behavior based” questions** that predict job performance.
4. **Structure the job interview; who will ask which questions? How will responses be “graded”?**
5. **Reference check.**
6. **Decide.**
7. **Offer (letter of offer)**
8. **They start!**

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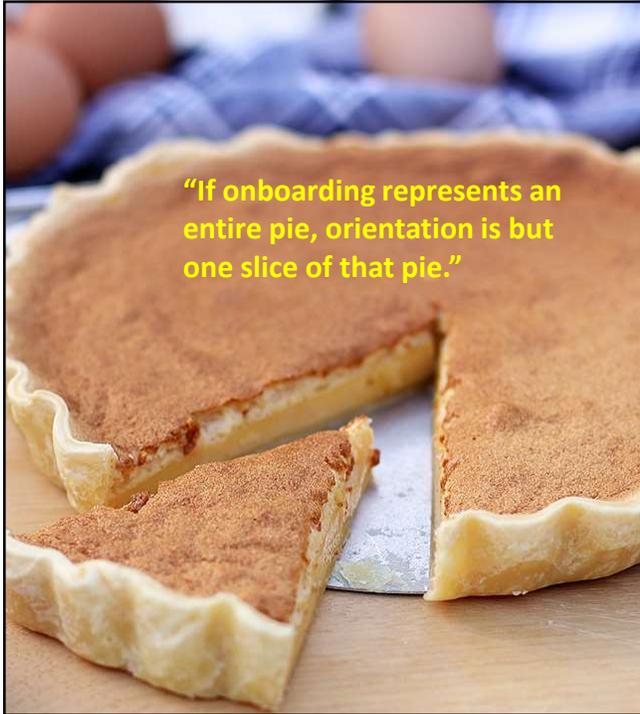


New employees with a stellar onboarding experience are 18X more committed to their employer.

Sapling HR, 2022

From “Using Your Employee Onboarding Program to Reinforce Company Culture” by Civility Partners, October 13, 2022

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“If onboarding represents an entire pie, orientation is but one slice of that pie.”

“Our first impressions are generated by our experiences and our environment, which means that we can change our first impressions — by changing the experiences that comprise those impressions” (Malcolm Gladwell).

[The Key Difference Between Employee Onboarding and Orientation \(trainingindustry.com\)](http://trainingindustry.com)

Onboarding

Orientation vs. onboarding

Before they begin

The first week

Longer-term

Include these things

[5 Steps to Great Onboarding - Training Industry](#)

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BEFORE THE FIRST DAY

What to wear, what to bring with them (for benefits sign-up for instance), and who will be their point of contact.

Library’s vision, mission and values.

Clear your calendar; be prepared.

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FIRST WEEK

Orientation

- Review process, **policy**, and procedure, HR paperwork (benefits), equipment and resources, **safety**, general training, **position description** and “deliverables”

Onboarding

- Discuss **core values** in depth (e.g., DEI values statement), and expectations and behavior, showing them how the organization shows up for them, and discovering what motivates them.
- Create a **welcome binder** that includes job description and safety procedures for the building.
- Send out an **email announcing new hire**.
- Discuss with team your **expectations for training** new hire and ensure all have their training time scheduled.
- Make sure to check in with the new hire **several times a day** to answer any questions or to resolve any issues.



From “49 THINGS THAT SHOULD BE ON YOUR ONBOARDING LIST BUT PROBABLY AREN’T”, Civility Partners, [Civility Partners - Build a Workplace That Fits Your Vision](#)

From webinar “Using Your Employee Onboarding Program to Reinforce Company Culture” by Civility Partners, October 13, 2022

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FIRST MONTH

- Continue introducing the new hire to **key stakeholders**
- schedule time in your calendar to give **continuous and meaningful feedback**, and follow through
- Discuss the new hire’s **long-term goals**
- Invite the new hire to an **event outside of work** (i.e., a BBQ, happy hour, etc.)
- Check in with the new hire and answer any questions they have about training



THREE MONTHS AND LONGER

- Ultimately, make sure your new hire is **integrating well into your Library’s culture** (If not, explore this further as it is important everyone fit within your culture.)
- Provide more information about **learning and growth** opportunities.
- Invite the new hire to an event outside of work to continue assisting in socialization.
- **REGULARLY SCHEDULED FORMAL MEETINGS!**

From “49 THINGS THAT SHOULD BE ON YOUR ONBOARDING LIST BUT PROBABLY AREN’T”, Civility Partners, [Civility Partners - Build a Workplace That Fits Your Vision](#)

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INCLUDE THESE THINGS THAT OFTEN GO MISSING

1. **Celebration** – make sure director and trustees send out a welcome message
2. **Clear expectations** - manager discusses the job description at length with new hire, HR share expectations around policies and procedures, discuss behavioral expectations related to the core values; provide insight into organizational culture.
3. **Involvement** from other employees, trustees -- ask for their help in the welcome celebration, schedule meetings with any relevant person or department (municipality) in the organization
4. **Continued check-ins** – “buddy” assigned, managers have multiple check-ins, if necessary, ensure that managers are asking employees how they feel about the team and the work = emotion check-ins



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Thank you!

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